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16 November 1960

MEMORANDUM FOR: CIA Career Council

SUBJECT : Notes on Career Council Meeting on 14 November 1960

At the suggestion of a member of the Career Council, notes on the actions taken at a Council meeting will be forwarded to the members of the Council as soon as possible after the meeting. The minutes of each meeting will be submitted as usual for the approval of the Council at the following meeting. A summary of the 63rd meeting of the Council held on 14 November 1960 is given below.

✓ 1. Minutes of the 62nd Meeting.

The minutes of the 62nd meeting on 12 and 14 September 1960 were approved as submitted.

2. Consideration of Candidates for Public Service Awards for Recommendation to the Director.

- a. The Council discussed Agency participation in the various public service awards programs and considered the possibility of having the Development Board, when established, screen the candidates for some or all of the non-CIA civilian awards programs. The DD/P representative explained the complications involved in nominating personnel in the Clandestine Services for public service awards.
- b. The Council considered all persons nominated by the Deputy Directors (see Item 2 of the Agenda) and selected the candidates listed below for recommendation to the Director. No candidates were nominated or considered for the William A. Jump Memorial Award.

NATIONAL CIVIL SERVICE LEAGUE CAREER SERVICE AWARDS

Mr. Herbert Scoville, OSI
Mr. Sherman Kent, ONE

FEDERAL WOMAN'S AWARD

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ARTHUR S. FLEMMING AWARDS

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The nominations of Mr. [redacted] were approved by the Council providing the nomination of these individuals could be adequately justified in a written or oral presentation to the Flemming Awards Committee without revealing classified information. Mr. Amory will investigate and report his conclusions to the Chairman.

3. The Council discussed at length the single grade promotion policy which was established on an Agency-wide experimental basis as of 15 May 1959. The Council agreed to reaffirm this policy which provides that promotions from GS-5, 7 and 9 proceed by single step progression to grades GS-7, 9 and 11 with no time-in-grade limitations. It was consensus of the Council that the grades GS-6, 8, and 10 should be used in all the Career Services as additional steps in the promotional ladder but that additional jobs other than those normally classified at grades 6, 8, and 10 would not be established.
4. Implementation of Career Service Policies Recommended by the Career Council and Approved by the Director on 3 October 1960.

- a. The Director of Personnel reported that Regulation [redacted] Individual Career Planning, had been rescinded and that in his opinion there was no need for any Agency-wide action other than to attempt to incorporate the practice of individualized career planning by Heads of Career Services in our overall Career Development system. He also stated that the Selection Board and Examining Panels had ceased to operate and that the Office of Personnel is working on a paper pertaining to the selection of members into Career Staff by the Heads of Career Services. In this connection he tentatively made the recommendation that the Agency should adopt a more structured personnel appointment system. He pointed out the usefulness, in an advanced and orderly system of personnel management, of properly classifying each individual into a category of personnel that accurately reflects the significant mutual intentions of the individual and the Agency. He contemplated that this should be done both by extension and refinement of the formal appointment structure presently used in CIA and by such additional informal descriptive labels as may prove to be useful to the system of personnel management. The Director of Personnel tentatively suggested the following formal categories as showing great usefulness to the Agency in the management and development of its personnel and pointed out analogous usage in both the Civil Service and the Foreign Service:

Career Staff — Provisional (including 1 year trial period)
 Career Staff — General (full service obligation as established for the Career Service to which assigned)
 Career Staff — Special (less than full service obligation)
 Reserve Staff — Term appointment of 1 to 5 years, renewable
 Temporary Employee — Term appointment up to 1 year

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It was agreed that the Director of Personnel would submit his proposal in writing to the Council members for their further study and consideration.

- b. The Director of Personnel then reported upon the as yet not activated Career Development Board. He pointed out that the Board had been approved as a means to remedy an agreed upon deficiency in the Agency program for personnel development. He also pointed out that the Inspector General's recent "Report on Training in CIA" also makes major observations on Agency weaknesses in the area of mid-career and senior officer development. The specific recommendations in the IG report, however, do not appear to recognize the imminent establishment of the Career Development Board or to recognize that training policies and programs are in fact an essential and inseparable part of the Agency personnel development program. The Director of Personnel then made the general proposal that the Career Council assume responsibility for the development of the total Agency personnel development program and that the efforts of the Office of Personnel and the Office of Training toward the single objective be melded by appropriate devices under the aegis of the Career Council.
- c. The Council decided that the actual activation of the Career Development Board should be deferred until after 1 December and that the Director of Personnel should submit to the members of the Council a "think piece" containing his proposals for the organization of the Agency effort to improve its program of personnel development.



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EMMETT D. ECHOLS
Chairman, CIA Career Council

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